



CENTRAL SECURITY SERVICE

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NSA review  
completed

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Central Intelligence Agency  
Washington, DC 20505

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Dear 

I am pleased that you will be joining us on February 17 to discuss the Senior Intelligence Service at the Central Intelligence Agency and your experience as a member of that Service.

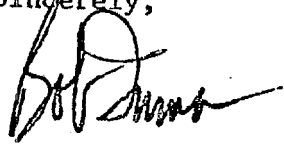
The program we are planning is intended to help our executives and senior managers gain insight into the Senior Executive Service so that they can intelligently decide whether our planned program, the Senior Cryptologic Executive Service, is right for them. Rumor, allegation, and unsubstantiated information of all kinds have been rife. First hand information from those such as yourself who have "been there" will go a long way toward bringing the actual dimensions of the SES into sharp focus for us.

Our program is scheduled to begin at 1:30 P.M. with the introduction of each panelist by the NSA Deputy Director for Administration, Mr. Louis J. Bonanni. Mr. Bonanni will then present for comment by the panelists, topics bearing on the SES which are of special concern to our senior managers and executives. A list of these topics is attached. Once the panelists have commented on a topic questions on that topic will be solicited from the floor for the Panel's response. We will address in turn as many of the topics as time permits. Comment is not expected from every panelist on every topic or question, but where you feel you have useful insights to contribute we hope you will present them.

To express our thanks for your support and to give you an opportunity to relax briefly we have arranged a luncheon to precede the afternoon's program. The luncheon, which will begin at 12:15 will be attended by members of the NSA directorate and will give you an opportunity to talk with them informally prior to the afternoon's activities.

I know that your visit to NSA represents the investment of a considerable amount of your time and I greatly appreciate your taking that time from a crowded schedule to be a part of our program.

Sincerely,

A handwritten signature in dark ink, appearing to read 'B. R. Inman', with a stylized flourish extending to the right.

B. R. INMAN  
Vice Admiral, U. S. Navy  
Director, NSA/Chief, CSS


Encl:  
a/s

PROPOSED TOPICS

1. How were the positions included in your SES identified?
2. What system was used for the conversion of positions from the GS to SES salary scales?
3. How did you determine the appropriate pay levels for those entering the SES? Was grade, position, management level, or a combination of these and other criteria, used?
4. Did the criteria established for the placement of positions in the SES emphasize in any way technical or operational requirements?
5. What criteria were used to select people for the initial conversion to the SES?
6. Were the supervisors of SES members amenable to the performance appraisal requirements levied on them? Was a formal training program used to prepare them for the task?
7. How did your Agency deal with the problem of appraisal inflation and how did this inflation affect your selection of award recipients? What method did you use to discriminate among top performers in the selection of award recipients.
8. Has your agency had occasion to fill any vacancies since the initial conversion and if so what were your sources and what selection process did you use?
9. Has the probationary period proven to be of any value? Have any SES members been removed during the probationary period? Could you cite an example?
10. Is there a feeder program for the SES at your Agency? Could you describe it briefly?
11. What opportunity does an SES member, slated for removal from the SES, have to appeal the proposed action?
12. Is placement outside the SES guaranteed where removal is for less than fully successful performance? Has your agency been unable to place any of those removed from the SES?
13. How do you plan to deal with the pay disparity for those entering the SES once the pay cap is lifted?
14. Had the 25% (really 20%) limit on awards been stated at the outset and had it been clearly established that the pay cap would not be lifted would you have supported the SES?
15. Do you feel that, for your agency, the benefits from the SES have justified the administrative burden of operating the program?

GUEST PANELISTS

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Central Intelligence Agency

Mr. Edwin C. Kilgore

Associate Administrator for Management  
Operations  
National Aeronautics and Space Administration

Dr. John Lyons

Director, National Engineering  
Laboratory  
National Bureau of Standards

Dr. Thomas D. Potter

Director, Environmental Data and  
Information Service  
National Oceanic and Atmospheric Administration

Dr. Jack T. Sanderson

Assistant Director for Engineering and  
Applied Science  
National Science Foundation

PROPOSED TOPICS

1. How were the positions included in your SES identified?

A - All positions within CIA are classified to an appropriate grade level by our Position Management and Compensation Division. Threshold standards for SIS positions are applied in classifying a position at the SIS level.

2. What system was used for the conversion of positions from the GS to SES salary scales?

A - All supergrades, both specialists and managers, SPSs and EP-4 and 5 levels, were converted to SIS positions. Initial conversion is as follows:

From		To
Functional Level	Current Position Level	SIS Position Level
Deputy Directors	EP-IV	SIS-6
Associate Deputy Directors	EP-V	SIS-5
Senior Staff Specialists		
Senior Office Heads		
Office Chiefs	GS-18	SIS-4
DDO Division Chiefs		
Senior Group and Staff Chiefs		
Senior Analysts		
Senior Operations Officers		
SPS-9s		
Deputy Office Chiefs	GS-17 and "Higher Point"	SIS-3
Senior Analysts	GS-16 and SPS Equivalent	
Senior Operations Officers		
SPS Equivalents		
All other Managers	All other GS-16s and SPS	SIS-2
Senior Analysts	Equivalent Based on Relative Strength of the	or
Senior Operations Officers	Position	SIS-1
Staff Chiefs		
SPS Equivalents		

3. How did you determine the appropriate pay levels for those entering the SES? Was grade, position, management level, or a combination of these and other criteria, used?

A - In contrast to the SES, progression is maintained within the SIS system. Entry into the system is at the SIS-1 level and subsequent promotions are to the next higher SIS level. The six levels within the SIS system are distinguished by either managerial responsibility or subject matter expertise.

4. Did the criteria established for the placement of positions in the SES emphasize in any way technical or operational requirements?

A - Threshold standards for establishing positions at the SIS level include technical and operational factors.

5. What criteria were used to select people for the initial conversion to the SES?

A - All supergrades, SPSs and EP-4 and 5s were offered the opportunity to convert to the SIS system. Only one individual elected not to convert due to pending retirement.

6. Were the supervisors of SES members amenable to the performance appraisal requirements levied on them? Was a formal training program used to prepare them for the task?

A - Concurrent to the establishment of the SIS program, CIA began a new performance appraisal system. Workshop training was offered all supervisors and specific guidance was given to SIS supervisors, particularly on establishing performance standards. The system operated effectively during the one award cycle conducted to date.

7. How did your Agency deal with the problem of appraisal inflation and how did this inflation affect your selection of award recipients? What method did you use to discriminate among top performers in the selection of award recipients?

A - Selection of award recipients was based on overall performance level measured against preset goals and objectives. This process mitigated the effect of appraisal inflation. Supervisors initiated the recommendation with managerial and comparative evaluation panel review. All award recipients were approved by the DCI.

8. Has your agency had occasion to fill any vacancies since the initial conversion and if so what were your sources and what selection process did you use?

A - The majority of positions are filled internally. Competitive evaluation boards and panels recommend individuals for promotion into the SIS system. SIS promotions are approved by the DCI.

9. Has the probationary period proven to be of any value? Have any SES members been removed during the probationary period? Could you cite an example?

A - All individuals promoted to SIS-1 in January 1980 have successfully completed the one-year trial period. CIA feels the trial period affords an opportunity to review the success and correctness of the selection process.

10. Is there a feeder program for the SES at your Agency? Could you describe it briefly?

A - The CIA has a formalized Senior Officer Development Program that includes selected GS-13, 14, 15, and SIS-1 and 2 officers. The basis of the program is development by appropriate assignments, including rotational assignments, and managerial training to prepare individuals selected for future senior assignments. Individual progression within the program is reviewed annually. In addition, the program calls for succession planning with the identification of three replacement candidates for each senior position.

11. What opportunity does an SES member, slated for removal from the SES, have to appeal the proposed action?

A - To date, no one has been removed from the SIS system. CIA does follow a procedure which includes recommendations for remedial action, time frames for improvement, and Director of Personnel review prior to a recommendation being made to the DCI to remove an individual from the SIS system.

12. Is placement outside the SES guaranteed where removal is for less than fully successful performance? Has your agency been unable to place any of those removed from the SES?

A - No one has been removed from the SIS system due to less than successful performance. However, if an individual during two successive performance appraisal periods does not perform at an acceptable level, the individual would be recommended for either removal from the SIS system and reduction to GS-15 level or termination of employment.

13. How do you plan to deal with the pay disparity for those entering the SES once the pay cap is lifted?

A - CIA is presently studying means to overcome the disparity for those entering the SIS system if the pay cap is lifted, but no formal plan has yet been developed.

14. Had the 25% (really 20%) limit on awards been stated at the outset and had it been clearly established that the pay cap would not be lifted would you have supported the SES?

A - CIA supports the concept of the SIS system, even within the constraints of reduced numbers of awards and the pay cap, as the system does offer a mechanism to reward exceptional performance.

15. Do you feel that, for your agency, the benefits from the SES have justified the administrative burden of operating the program?

A - CIA feels the benefits from the SIS program justify continuing the program as it provides a mechanism to develop senior officers and to reward them for their exceptional performance.